



# ANNUAL REPORT

England Lacrosse  
2018/19



# ENGLAND LACROSSE in numbers

**1** Top ranked in Europe both Men & Women

**2** National events introduced to the lacrosse calendar

**£1.8m**

EL recorded a turnover of £1.8m

**39k**

participants in regular leagues, events and competitions

**36%**

female representation at board level

**20%** total social media audience growth in the last 12 months

**2**

European National Champions

**30%** increase in regular 18+ lacrosse participation

**200k**

people played lacrosse at least once in the last year

## CONTENTS

CEO Welcome 2

Message from the Board 4

Modernisation of Governance 8

Finance 10

Partnerships 12

The Game 14

Education 16

Events 18

Performance 21



# WELCOME

Welcome to England Lacrosse's (EL) annual report. As you can see from my opening remark the sport has made changes since last year's report with a significant one being the change of the operating name of the Governing Body from English Lacrosse to England Lacrosse coupled with the launch of our new logo.

When reflecting on the 2018/19 year my overall summary is that it has been a year of consolidation after the efforts undertaken to ensure the success of the 2017 Women's World Cup. The organisation has had tight focus on delivery of our business plan 2016 - 2020 in preparation for its conclusion at the end of this year and the development of our next plan which will take us to 2024.

In 2018/19 we have numerous achievements which are detailed in this annual report and I want to highlight a few to you.

The financial oversight provided by our Finance, Audit and Risk Committee has been essential. It has provided a sound base for the developments detailed in this report and their good work is reflected in the auditor's report and management letter.

The governance of the game continues to progress, and this has been demonstrated by an external audit undertaken by FairPlay and funded by Sport England. The audit provided assurance that we were operating to a good governance standard whilst providing a comprehensive short and medium term action plan to ensure ongoing improvement.

Since the audit we have formalised an Independent Performance Working Group comprised of industry experts to assist our talent and performance pathway and a joint Officiating Advisory group which is working with our National Lacrosse Committee on our domestic game rules and officiating pathway.

During 2018/19 the sport has continued to grow with over 39,000 people now participating year on year. We are investing in improved technology to enhance communication with all our players, coaches, officials and administrators. The new technology will assist in the 2 way conversation about how to improve our sport which is so vital to us all. This year we started a new support programme, University Lacrosse Officers, in 23 universities. The main aims of the programme are to increase the number of people playing and support Lacrosse and provide improved co-ordination

between universities and community clubs so that more players play in our clubs

Considering the increases in participation over the past decade, I feel our growth should be celebrated and all involved commended for this achievement. However, Lacrosse like other team sports faces challenges to maintain and grow its playing base especially in community clubs. Therefore, we must support our schools, universities clubs and regions to meet these challenges as well as being bold in structuring our competitions to meet our player's needs.

In order to sustain growth, we have made changes to our coaching structure refocusing it on the needs of the player and introducing a Men's and Women's field and talent coach award. Officiating has seen the further development of our annual rules test and a significant increase in certified individuals. Both coaches and officials are essential in supporting our increases in players and we will need to be focused on supporting their growth in the coming years.

England Lacrosse has benefited from excellent stakeholder engagement and we would like to thank all of them for their support. We would also like to acknowledge the work undertaken in creating the Lacrosse Foundation, an independent charity to support the development of the sport in the UK. The Lacrosse Foundation support is welcomed by England Lacrosse and we look forward to working with them in assisting the sport in England.

I would like to thank the work of the staff and volunteers, all of you have contributed so much to our successes in this year and you should be proud of what we have done.

Finally, I want to thank John Neal as he enters the final 6 months as chair. John has been the first independent chair for the organisation and has navigated the organisation through some of our biggest successes and largest challenges. John, thank you for all you have done for our sport and you leave with the game's best wishes for the future.



Mark Coups  
England Lacrosse CEO

## MESSAGE FROM THE BOARD

As I come to the end of my three year term as Board Chair of England Lacrosse, I have allowed myself some time for reflection. I have relished the challenges we have faced in the last 2 and half years and I feel as a sport we have navigated them well and ultimately, I leave Lacrosse having supported the development and progression of the sport in a positive and progressive manner.

I was incredibly proud of the organisation in delivering a world-class 2017 Women's World Lacrosse Cup. An incredible event, a success for all areas of England Lacrosse from the logistical team who ran the event to the performance team on the pitch. Congratulations and thanks to everyone.

In the background during this event, I was overseeing the continued modernisation of the organisation which will continue well beyond my tenure. This modernisation aligned with an improving financial position has allowed key developments such as the University Officer programme to be developed.

Looking more closely at my day to day responsibilities I am very pleased with the progress made through the development of the board, especially the expertise available to me. When I first started there was only one independent member. We have increased that number to 5 plus myself as chair whilst also retaining a strong presence of 4 individuals elected from the sport. All the board have been active in making a difference to the sport in chairing meetings, attending workshops and events, as well as supporting staff. I want to thank them for all their passion for the game and their support to me as chair.

I also spend time supporting staff and I have used my expertise in business as well as sport to offer advice and direction. I know that they work incredibly hard for the sport and I want to thank them for what they do for Lacrosse. I would like to make special mention of our CEO and his close support team who work long hours under pressure (and often under umbrellas at National Schools as well!) and make sure the decisions made at board level are implemented

in the game.

Finally, I have had numerous interactions with our highly capable and committed volunteer base. I have had the pleasure to meet such wonderful people helping with all aspects of Lacrosse and I want to commend you all for the work that you do now and in the future. I would like to extend a special thanks to those volunteers who assist with our Regional Committee and our National Committee networks as so much of our success is attributable to their hard work and expertise.

The annual report sets out our achievements for the year and these are considerable. However, we must not underestimate the challenges for sport, not just lacrosse, in the future and we must ensure that we take our messages of success to as wide audience as possible. We must face the reality of a changing landscape for Lacrosse which will require increased commercial activity and responsibility to support our sport.

A huge congratulations to the England national squads who have, again, scored the double at the European Championships. Well done to all involved.

I will not be leaving the sport as I step down as Chair at the 2019 AGM as I have agreed to support identified lacrosse projects going forward.

I will continue to encourage everybody to make timely decisions that drive the sport forwards. Decisions need to be made, before the event and without the comfort of hindsight – Be bold!  
I have been really honoured to be your chair and I am confident that our new Chair elect will continue to take us all forward.

Thanks for the opportunity

John Neal  
Board Chair







## REPORTS

Modernisation of Governance	8
Finance	10
Partnerships	12
The Game	14
Education	16
Events	18
Performance	21





# MODERNISATION OF GOVERNANCE

England Lacrosse (EL) Board and its supporting committees and groups continue to underpin its work through its core values of: respect, integrity, teamwork, excellence, accountability and inclusivity.

The EL Board is supported by groups relating to all aspects of the game, the governance structure outlines the key committees and groups:

The EL Governance and Nominations Group has undertaken three key governance initiatives to modernise the EL governance processes.

The AGM 2017 clarified the position of EL in relation to diversity at board level, adopting a target of achieving and maintaining a minimum 30% of each gender on the EL Board. The Governance and Nominations Group has undertaken board recruitment for both elected and independent directors. The process recruited two elected and two independent directors, taking the EL Board to 11. The EL Board continues to provide a diverse view to govern lacrosse in England, comprising of 36% female, 9% BAME and 64% independents (including an independent Chair).

Secondly, EL implemented an external review of "Board Effectiveness" (supported by Sport England and

conducted by Fair Play Ltd.). The review identified that the EL Board was "Operating to a very good standard". The review has provided EL with a comprehensive view of EL governance and has enabled EL to develop short, medium and long term actions to take EL governance beyond the requirements set out in the 2017 Code for Sports Governance.

Finally the Governance Group has overseen the continued implementation of the Stakeholder Engagement Strategy. This has encompassed the following key stakeholder reviews:

- Staff
- Volunteer committees and groups
- National Squad through an independent Culture Health Check
- Board self-review
- Women's rules review
- Your Sport Your Voice

The stakeholder engagement reviews have highlighted

the following key points for board consideration:

changes to the EL staff structure have had an impact, with staff scoring lower in relation to having enough time to perform their role compared to 2017

40% of volunteer group members felt there needed to be an improvement in the decision-making process within the group they attended

there has been highlighted a need for improved connectivity between regional groups and EL strategy

the National Squads Culture Health Check identified only 31% of senior women and 17% of senior men feel the EL values are experienced all the time.

EL has also invested in supporting the governance at Regional level, providing independent governance training for the volunteer leadership in the Regional Associations. EL will continue to support the development of governance at regional level in the coming year.



# FINANCE

This year has been a period for concentration on all financial aspects of the Core Business. The business managed to make a small surplus which allows England Lacrosse (EL) to increase its reserves. This is an important consideration going forward.

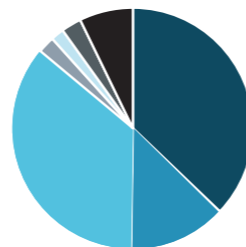
EL continued to make progress trying to increase revenues. We made plans for an increased programme for Triple Arrow Camps for the 2019 summer. Individual Registration numbers remained strong from the previous year. Our Academy Programmes continue to go from strength to strength, increasing both numbers and revenue. The Performance division of the business was very active during the last 12 months. The main expenditure was attributable to the Men's National Squad and their programme designed to take them through the World Cup 2018. EL would like to thank FARC for the support given this year during a period of intense activity and pressure on all systems, forecasts and reporting.

FARC  
Continually reviewed cash flow forecasts to ensure liquidity of the organisation through another very challenging year.

- We made a modest surplus which has allowed EL to increase reserves

Finance  
2018/19  
Key Achievements

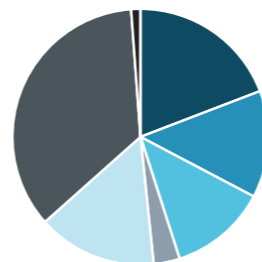
## Income - Period 1 April 2018 - 31 March 2019



Income Source	Additional	Income Generated	% of Total
Sport England grants		£658,749	37.1%
Camps, events and participation		£232,274	13.1%
Individual Registration		£127,803	7.2%
Performance	Player contributions	£635,140	35.8%
	Other performance income	£40,301	2.3%
Club subscriptions & league fees		£31,280	1.8%
Training of coaches & officials		£47,886	2.7%

Total Income £1,773,433

## Expenditure - Period 1 April 2018 - 31 March 2019



Expenditure	Additional	Amount Spent	% of Income
Staff costs	Operational	£335,943	18.9%
	Administrative	£237,115	13.4%
Overheads/Core costs		£216,210	12.2%
Irrecoverable VAT		£57,792	3.3%
Performance - training/tour costs		£620,321	35.0%
Camps, events, participation		£264,074	14.9%
Training of coaches & officials		£20,458	1.2%

Total Expenditure £1,751,913

Reserves £21,520



## PARTNERSHIPS

EL continues to hold strong relationships with partners created during the 2017 World Cup. The support from RPC Law, STX and OPRO deliver benefits to EL core operations, England performance players and the University Lacrosse Officer programme.

RPC, our legal partner, have pledged their support to the upcoming University Lacrosse Officer programme to enhance the offer we can provide to the student volunteer roles.

STX and OPRO continue to provide equipment to senior and U19 England teams for competition play.

To continue to build on the profile of lacrosse we are hoping to secure a streaming partner for the upcoming year.

We are also hoping to secure a technological partner to assist with digital communications and member benefits.

We are actively seeking partners for a number of events, if you would like to be involved in a commercial partnership with England Lacrosse please contact Caroline Royle, [c.royle@englandlacrosse.co.uk](mailto:c.royle@englandlacrosse.co.uk)



- Sustained partnerships from the 2017 World Cup

Partnerships  
2018/19  
Key Achievements





## THE GAME

The work of the National Lacrosse Committee, alongside EL staff, to oversee the development of the domestic game has involved: ratifying and implementing the Code of Conduct, supporting the development of playing opportunities and improving communication.

Over the last 12 months, EL has seen increases in the total core market with over 39,000 participants playing the game in some form in the 2018/19 period, with growth markets, especially the university sector, continuing to provide strong progression.

The development of club structures continues at community club and HEI with 38% of affiliated community and HEI clubs providing two senior teams with a supporting development side, up from 32% in 2018. The South of England men's local leagues has given a fresh supporting league structure for new clubs to participate in lacrosse. The local league structure has also supported mentoring for officials (see Education). The new South East women's indoor

league has proved a popular addition to the playing programme and SEWLA is now looking at how to expand the initiative.

Support for developing HEIs and community lacrosse will also be aided with the introduction of the voluntary University Lacrosse Officer (ULO) initiative, with 26 ULO deployed across 23 HEI's. The ULOs have supported new and current playing opportunities at HEIs and improving the transition from university to recreational lacrosse.

The ULO programme has also been the point of instigating two other new initiatives, developing alumni lists to support transition into the community game and collecting data to monitor how sport supports wellbeing. The programme is already in position to expand for 2019/20 season, with 30 HEI signed up to deploy these volunteer roles.

EL continues to provide an inclusive setting for participation in lacrosse, with 60% of the participation at community club and HEI being women; and 9% of HEI participation from Black and Ethnic Minority backgrounds (BAME). Finally NLC has been instrumental in coordinating the consultation regarding the women's and men's rules ratified by World Lacrosse to be rolled out in 2019. NLC is working to ensure the rules used domestically reflect the needs of the game and support participation for all.

Implementing the ULO programme

Improved data collection & market insights to aid effective communication

New rule consultation

Improved club structures

More people playing lacrosse



## EDUCATION

### Officiating

2018 has seen EL instigate the Officiating Advisory Group as a sub-group of the National Lacrosse Committee (NLC), comprising of representatives from both codes of the game. The group has had a focus on the officiating training programme delivering a more transparent accessible pathway; alongside implementing key initiatives around mentoring and an annual rules test.

The implementation of the annual rules test to support officiating standards and retention has had a 44% increase

in registered officials since April 2018 to 884. This informs the Officiating Group providing a clearer picture of who is an active official and where, enabling a more focused approach to supporting the learner. This has also supported improved communication up to NLC and across to regions, regarding the officiating workforce.

The group has overseen the deployment of mentors at targeted competitions and tournaments and are looking to expand this initiative in 2019.

As part of delivering a transparent pathway for training officials, 2018 has seen the launch of the women's level 3 course, with a men's course to be rolled out at the start of the 2019 season. The pathway has also seen a drive to develop young officials, with 29 young people in clubs and schools accessing a bespoke training programme.

### Coaching

EL has continued to develop the learning system to deliver a more efficient programme through continued investment into IT (Moodle and Articulate).

The implementation of a more environment focused coach education programme to ensure the coaching workforce meets the needs of the sport has been gaining momentum, with the numbers attending the new Field course has exceeded targets alongside the number of registered coaches increasing by 25% to over 500. The new Talent Coach course has been well received and new dates are now set for 2019/20.

Registered coaches are able to access support from the new online safeguarding training, which is free as part of a course or as a member. This has been a welcome addition to the learning platform and reduces costs to learners.

Implementation of officiating annual rules test

Women's Level 3 Officiating course launch

Over 400 attending officiating courses in 2018/19

Implementation of online safeguarding course as part of the coaching course structure





## EVENTS

The Event Advisory Group established off the back of the 2017 World Cup, highlighted a need for International lacrosse to be available on regular basis outside of the normal World and European competitions. As a result, plans are in place to host Team USA to compete in the first Women's Test series. With the Men just having finished a World Championship cycle it has been difficult to get suitable competition to travel in 2019. However, we are already looking ahead in planning a Men's series for 2020.

New competitions introduced within the University and School Markets  
The University Challenge cup was introduced as it was highlighted by the Event Advisory group that England Lacrosse would benefit from hosting an event in the University market.

The School Challenge Cup was introduced as a means to offer a more elite competition for the school's market, rather than a participation competition.

### **School Challenge Cup**

New event opportunity to be developed for Girls School participation  
Elite/performance competition format  
World Lacrosse 10 -a -side rules  
Top 8 U19 teams qualify from National Schools Lacrosse Championship 2018  
Berkhamsted inaugural Champions

### **University Challenge Cup**

New event opportunity to develop and establish an EL owned property within the University Market  
Top 8 Men's & Top 8 Women's Teams qualify from the BUCS Championship  
Winning teams:  
Women - University of Nottingham  
Men – Nottingham Trent

### **National Schools Championship**

Moved to a new venue – Aldershot Garrison  
17 pitches (record number)  
879 Lacrosse Matches played over 4 days  
Over 2,500 spectators  
264 hours of lacrosse under challenging weather conditions.

- 2 National Lacrosse events added to the calendar

Events  
2018/19  
Key Achievements



- Double European National Champions

Events  
2018/19  
Key Achievements

## PERFORMANCE

EL's performance programme has continued to move forward during the year as we further reinforce the strategic direction for successful elite and talent programmes.

This last year saw a number of firsts and returns, with the Men completing a 5 test series against Israel in Israel. The tour saw the Men's squad travel to play games in Ashkelon, Jerusalem, Herzilya, and Netanya and return home with a 5-0 series win ratio. It was excellent preparation for the World Championships and gave the staff and players a good understanding of the conditions and culture that they were to enter into.

The World Championships in July took place in Netanya, Israel and the men maintained their position in the Blue division beating Japan in the 5th/6th place play off game. This was a commendable performance in the heat of an Israel summer.

Both senior England squads successfully retained their European Champion titles. The 4th consecutive time for the Men and 3rd for the Women.

In June our newly formed U23 Men's and Women's squads made their inaugural tour to Japan. This is a major step forward for our players in providing a key milestone along the performance pathway. The matches

played were against University sides and then the senior National Teams of Japan. This level of competition also gives us the opportunity to see potential coaches for our senior squads and therefore reinforces the coaching pathway as well as player pathway.

In preparation for the U19 world Championships for the girls in 2019 a decision was made to send our U18 squad to the first European U20 Tournament in Katowice Poland in August 2018. This gave the players valuable tournament practice and helped the coaches and staff see which girls could step up to the demands of tournament play. The girls performed very well and finished as European U20 Champions.

The EL Talent Pathway at Under 15 & Under 17 level expanded to 600 athletes and the future expansion at a more localised level to U14/U13 as we continue to improve our talent identification system and develop the talent coaching workforce.

We are continuing to monitor our National Programmes with end of cycle questionnaires and surveys. It is important that the environment we are creating is both challenging and safe at all levels of the performance spectrum.





ENGLAND LACROSSE  
ROWSLEY STREET  
MANCHESTER  
M11 3FF



+44 (0) 161 974 7757

[WWW.ENGLANDLACROSSE.CO.UK](http://WWW.ENGLANDLACROSSE.CO.UK)